



**Corporate Human Resource Information Systems
(CHRIS) Program
Fiscal Year 2007-2011 Plan**

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Corporate Human Resources Information Systems (CHRIS) Fiscal Year 2007-2011 Plan

Executive Summary

The Corporate Human Resource Information Systems (CHRIS) Program encompasses a portfolio of systems that supports human resource management and information for all Department of Energy (DOE) Federal employees. CHRIS serves as the official system of record. CHRIS PeopleSoft started operations in FY 1998 and was incorporated as the first operational system under the I-MANAGE Initiative for corporate business systems modernization.

DOE will continue to integrate its internal efforts with the on-going Human Resource Line of Business (HR LOB) initiative led by the Office of Personnel Management (OPM). Under DOE's "One HR" vision, the major shift in emphasis over the next five years will be to complete the transition from a paper-based set of work processes to paperless web-enabled processes and to increase focus on the use of analytical capabilities in the system to support strategic alignment with the mission and strategic management of human capital. The Human Resource community will become strategic internal consultants to other DOE program leaders to help them fulfill the mission of the Department.

This five-year plan for CHRIS is developed to document efforts to promote sound business practices and management of businesses funded by the Department of Energy Working Capital Fund (WCF). The plan has been developed based on best practices, actual operating experiences, and extensive deliberations among the community of practice and informed by prior plans of this business, oversight agencies and federal consortiums for strategic human capital management. Performance is measured using metrics that support the President's Management Agenda (PMA) and its goal of strategic management of human capital resources and expansion of e-government. Financial performance is analyzed based on the Department's accounting system data.

The CHRIS Program plans a level pricing policy for FY 2009. See Appendix B.

Background:

CHRIS was the first operational system incorporated under the I-MANAGE Initiative for corporate business systems modernization. The Corporate Human Resource Information Systems (CHRIS) Program encompasses the systems that support human resource management and information for all Department of Energy (DOE) Federal employees and serves as the official system of record. CHRIS was initiated in FY 1997 to insure that a state-of the art system would be in place for human resource processing and information access prior to the Year 2000 rollover. CHRIS became operational in FY 1998.

CHRIS is part of the DOE's business management information modernization known as I-MANAGE (formerly known as BMIS) and uses web-enabled application software. The CHRIS project has been expanded over the years to include an integrated approach to meet human resource, training administration and information processing; Employee Self Service (ESS) capabilities through a web portal; an automated on-line vacancy application system, automated performance management system pilot and on-line paperless transaction requests and approvals with electronic signatures.

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Mission:

The CHRIS Program mission is to provide the highest quality Human Resource Management information and services to executives, managers, and employees to enable effective and timely strategic management of the department's human capital in support of the overall DOE national security mission. CHRIS supports the One HR vision led by the DOE Chief Human Capital Officer (CHCO) and is part of the integrated I-MANAGE vision that enables DOE to be strategically managed. CHRIS also supports the e-government initiative and the Presidential Management Agenda for strategic human capital management including the Human Resource Line of Business. The CHRIS Program is also strategically aligned with the DOE Strategic Plan Goal to enhance management efficiency.

Major Objectives:

- deliver consistent and reliable operations of the departmental HR system of record;
- enhance operational efficiencies to cut costs and improve productivity;
- reduce paperwork;
- identify and help eliminate redundant information systems;
- eliminate non-value added work; and,
- provide timely, high quality information necessary to make sound human resource decisions.

Benefits to the agency:

- provides decision support capability for timely decisions related to strategic management of human capital;
- provides direct access to human resource information for DOE managers and employees to improve customer service and reduce costs;
- maintains HR information in a centralized location;
- enables a corporate approach to reengineering HR processes;
- reduces turnaround time in completing personnel, benefits and payroll transactions; and,
- facilitates a paperless working environment for the core human resource systems and facilities.

Accomplishments:

Phase 1: Implementation of CHRIS PeopleSoft Human Resources (HR)/Benefits Modules - September 1998

Phase 2: Training (TR), Employee Self Service (ESS) and HR Enhancements - October 1999

Phase 2.1: Rollover to Year 2000 – December 1999

Phase 3: Upgrade to PeopleSoft 7.51 – May 2000

Phase 4: Manage Competencies (MC), HR/TR Enhancements, Expand ESS – October 2000

Phase 4.1: HR/TR/MC/ESS Enhancements including pilot automated application system QuickHire – December 2000

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Phase 4.2: HR/TR/MC/ESS Enhancements – April 2001

Phase 5.0: Other Major HR Initiatives

Phase 5.0.1 ESS enhancements: Online Individual Development Plan/Life Events – June 2001

Upgrade QuickHire to Version 3.5 – July 2001

Design/Develop Deliver DOEInfo Training – September 2001 and ongoing as needed

Phase 5.1: Completed the upgrade to PS 8.0 (Internet-based architecture). Implemented training workflow – February 2002

Phase 5.2: Implemented Human Resources (HR) workflow and revised Training (TR) workflow. Complete the design, testing and distribution of the Reduction In Force (RIF) procedures using AutoRIF – July 2002

Phase 5.3: Completed the following enhancements to CHRIS PeopleSoft - Provided support to the various reorganizations such as in NNSA; completed a timely implementation of the locality pay adjustment; redesigned the CHRIS website to enhance access to critical information and improve navigation; supported the move of employees to the new Department of Homeland Security; supported critical core competencies skills assessment, the PMCDP Program for project managers and the transfer of payroll to DFAS. We also completed the modifications to shift benefits administration from payroll to the servicing personnel offices, and automation of the open season for Thrift Savings Plan (TSP) and health benefits processes such as notification to carriers. – September 2003

Phase 5.4: Completed the design and testing of the Standards of Conduct tracking system for the General Counsel's (GC) Office. – September 2003

Phase 6: Completed upgrades to Oracle database, PS Tools; completed the STARS Interface; planned for EHRI and other HR-LOB initiatives; expanded skills assessment; implemented the GC Standards of Conduct/Financial Disclosure application; completed cyber security certification and accreditation – September 2004

Phase 7: Completed the major upgrade to PeopleSoft version 8.8; designed and implemented a new automated leave application and approval process in ESS; incorporated various changes to pay and benefits from OPM; and designed and implemented the ePerformance Management system pilot. – September 2005

Phase 8: Completed a series of operational and maintenance improvements to the applications. Completed the redesign of the SEET transportation subsidy business processes and system. Upgraded the Project Management Career Development Program (PMCDP) functionality and the benefits functionality. Completed the next phase of the e-Performance Management (ePM) pilot with NNSA. – September 2006

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Introduction:

The CHRIS Portfolio of Systems is the Department of Energy's official personnel and training system of record that serves approximately 10,500 executives, managers and employees as well as approximately 20 human resource offices (with both HR and Training Specialists). Data from the CHRIS Systems is used to provide mandated reports to the Office of Personnel Management (OPM) and Office of Management and Budget (OMB). CHRIS provides integrated human resource information functions for such areas as human resource and training administration, position management, and individual performance management. Personnel data from CHRIS is used for payroll and for financial, budget and resource reporting and planning. The Employee Self Service (ESS) portion of CHRIS provides all DOE employees access to their personal, personnel, and training information and allows them to update much of that information. Automated recruitment functions and a data repository are also part of the CHRIS project.

The major emphasis over the next five years will be to support the government-wide Human Resource Line of Business and to complete the transition from a paper-based set of work processes to the paperless web-enabled processes, to increase integration of the various CHRIS subsystems and to increase focus on the use of analytical capabilities in the system to support strategic alignment with the mission and strategic management of human capital. We also plan to integrate CHRIS data with the I-MANAGE IDW to support the Executive Dashboard.

Planning Process:

This Five-year Plan exists within a hierarchy of departmental strategic and budget planning processes that are dynamic. CHRIS is part of the overall I-MANAGE initiative, was one of the original DOE IDEA initiatives, and is compliant with the Department's Enterprise Architecture. It supports the President's Management Agenda goal for Strategic Human Capital Management, e-Government initiatives and the Department's Strategic Plan. It also supports the CHCO's HR Strategic Plan.

The plan was developed using best practices, actual operating experiences, and extensive deliberations among the community of practice and informed by prior plans of this business, oversight agencies and federal consortiums for strategic human capital management.

Environmental and competitor analysis:

This section first discusses what trends we perceive in our environment and then shifts to an overview of alternatives for how best to deliver the desired functions, information and services.

Within the work environment, there continues to be multiple dynamic trends that shape the decision space. For example, we see the seeds of the future workforce and emerging forces that impact that workforce. We see pressure for flatter, less hierarchical organizations with frequent continuing reorganizations. We see continued pressures for downsizing, more efficient operations, and reengineering of work processes. We see increasing amounts of project work meaning teams and taskforces are formed for projects and members are recruited from throughout the organization or are joint industry/government efforts or cross-governmental. Teams form quickly, do their work, then dissolve and members join other projects. We see continued challenges in recruiting and

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retaining new employees beyond 5 years because of market place realities so additional focus is needed in recruiting midlevel and senior employees that come and serve for 2, 3, or 4 years then go back to academia or private industry. In addition to these challenges, DOE will also continue to face challenges associated with recruitment of highly qualified entry level employees. We see increased use of telecommuting for at least 1 day a week and use of virtual team methodologies because of the challenges and costs of travel. We see trends of increasing cultural diversity of the workforce. All DOE employees are attracted to growing quality of life factors and a more family friendly work environment in the Department. We see more employees wanting to move into and out of government at different stages of their careers and perhaps shifting to two or three days a week for several years either at the end of their careers or around other significant events such as birth of a child or the need to provide care for aging parents as part of the “sandwich” generation. We see new critical skills emerging such as executive skills in forming teams with the right skill mix, managing a blended workforce, coaching, turning around teams in trouble, performance based contracting, formal project management as well as new types of technical skills in different academic disciplines to name a few. We see the mix of employees shifting away from being mostly full-time career Federal employees to more part-time, temporary and greater use of various contractors.

To visualize the types of employees and their relationships in DOE of the future, think of a bulls eye with a small core of key employees that carry the DNA of the organization (procedures, corporate memory, values, etc) surrounded by concentric rings of other types of workers less responsible for the long-term growth and health of an organization yet still contributing to changing mission needs. Those outer rings can include contractors, temporary, part-time workers and alumni. We see more use of strategic alliances and partnerships not just with industry, but also with non-profits and customer groups.

Because of these changing patterns of work and demographics, systems will need to track more than just employees, we will need to track individuals like contractors and job applicants and people who move in and out of the workforce over time.

The CHRIS Program Management Office (PMO) and the community of practice continue to monitor the evolution of Federalized Enterprise Resource Planning (ERP) integrated software packages, home grown legacy systems, commercial and government off-the-shelf (COTS/GOTS) applications as well as opportunities for cross-servicing and outsourcing as alternatives for providing information and services. The human resource and training functions are part of the FAIR inventory of Federal positions that might be subject to competitive sourcing activity. The Training administration organization has implemented their Most Efficient Organization and continue to rely on the functionality of CHRIS to support their efforts.

Our choice of the Oracle PeopleSoft ERP software package gives us a proven, integrated COTS system that is regarded as the world leader for human resource management. We have integrated Oracle PeopleSoft with other best of breed software to provide high levels of service and customer satisfaction for the DOE community.

External regulation, partnerships, and government-wide efforts:

DOE is bound by the same laws and regulations as most other Federal departments and agencies for human resource and training. See Appendix C.

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Through the various government-wide e-government projects, DOE is a partner on various initiatives such as the electronic official personnel folder (eOPF), USAJobs automated recruitment and the e-Training initiative.

Resources and capabilities of the organization:

The Project staff is very lean and has no bench strength either on the contractor or Federal side so even the loss of one position causes work to be deferred. This lean position also means there is a limited capability to add new projects or to deal with unexpected problems without delaying existing workloads. Any one time funding allows hiring of additional contractor programmers for special projects. To partially mitigate this risk of loss of key personnel, team members are cross-trained as much as possible and procedures are well documented to help new team members reach full efficiency quickly. The actual hardware and software, just like with other organization-wide systems, need continuous improvements to enhance the system or else it rapidly becomes obsolete. The next major upgrade in functionality to either PeopleSoft 8.9 or the Oracle Fusion product will require additional contractor resources to support the peak workload requirements during design and testing. The alternative would be to defer further major upgrades until the migration to a shared service provider (public or private) and that decision has not yet been made. Those upgrades should be funded by the CMIP funds outside of the Working Capital Fund but may end up being an unfunded mandate from OMB. The other major resource conflict is one of competing priorities for our end-users/customers. They need to find the time in the middle of their daily work and crises to work with the CHRIS PMO to develop new functionality, testing, and to learn new functionality. Many end-users/customers are distracted by the accelerated period of change associated with their program reorganizations. It is often hard to get their attention for CHRIS related issues during those periods. There is also a larger, unresolved question about the cumulative impact on end-users from the multiple system modernizations and the pace of change in the department (STARS, QuickHire, T&A, Travel Manager, Procurement Modernization and other I-MANAGE initiatives). Many line managers and their support staffs, particularly in the smaller offices, report feeling overwhelmed by the number of new systems as the administrative side of the department streamlines under various government-wide and DOE-wide initiatives and budget pressures.

In terms of governance, a formal project management structure for CHRIS provides corporate oversight. CHRIS IT investments are controlled by the DOE IT Capital Assets Investment procedures and are also under the I-MANAGE governance structure. The project has a Project Director in CF-40 who authorizes all expenditures from the approved budgets from both CMIP and WCF and provides overall project management leadership. The funding for the Federal staff both in HQ and Morgantown are managed by their respective Office Directors. This project is heavily matrixed with members from CF-40, OCIO, HR-20, NETL and Points of Contact throughout the complex along with support contractors in Germantown and Forrestal. The CHRIS Program Manager in HR-20 serves as the day-to-day functional manager.

We monitor performance progress in several ways. A weekly teleconference of the CHRIS project team members monitors the progress of implementation, development and maintenance tasks against project schedule milestones and deliverables as defined in the detailed CHRIS Project Plan and the approved spending plans for appropriated funds and the contractual scope of contracts. Consequently, any problems or risks are identified early and mitigation strategies can be developed in a timely manner. In addition, due to the maturation of the CHRIS core system, the operations and maintenance costs of CHRIS are covered by the Department's Working Capital Fund with its

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own performance measures and reporting requirements to the Board. This provides an additional measure of oversight by senior managers in the Department. The actual budget implementation is reviewed monthly via the formal STARS and IDW reports from the financial system of record.

Regular management briefings focus on the status of project cost, scope, schedule, risks and quality of work products. The nature of the work is that often unforeseen initiatives develop in response to changes in priorities at either OMB or OPM. The project also has a full set of performance measures for evaluation of progress and fulfillment of goals in support of the strategic plan and Administration initiatives. The cumulative weight of information about the project's performance under the plan gives us confidence that it is headed in the right direction and continuing to make progress. CHRIS uses formal customer satisfaction surveys accessible over the web, as an additional input to assess performance. These surveys supplement the current feedback mechanisms from customers and other stakeholders.

Needs and capabilities of customers and suppliers:

The various formal and informal communication channels with customers allow a constant flow of information about needs of customers to come to the CHRIS Project Office's attention. Each year, the project staff and points of contact in the community evaluate and assess the following:

- Proposed changes to functionality and look and feel of the systems
- System changes needed due to new legislation, regulations or executive orders
- Hardware, software and system configuration changes needed due to anticipated PeopleSoft changes and upgrades
- Equipment and service levels needed for the new features and functions
- New procedural or agency requirements such as for cybersecurity.

All DOE Federal employees have access to CHRIS Systems including PeopleSoft, Employee Self-Service, DOEInfo and Hiring Management from their desktop and can operate the computer, browser and mouse to use the system effectively. The CHRIS applications all rely on DOE infrastructure such as DOEnet, local LANs and desktop computer capabilities.

Our major contractors and suppliers of software and hardware include DOE as one of their many customers. There is no capacity problem with the suppliers.

Future competitive advantages:

The main competitive advantages for DOE's CHRIS Project are its disciplined and documented change management process, strong support contractors and early problem detection procedures within a culture of empowered problem solvers. The Team has begun to incorporate results of a self-assessment analysis to fine tune the software development processes and to make them repeatable. This should reduce some of the potential for rework and bugs in the system. In addition, there are major competitive advantages in the high level of DOE domain specific knowledge retained by the DOE Federal employees and their commitment to the departmental mission. The team members are functional experts and understand their role in the team and the alignment of their role with the overall mission. There is a high level of trust and esprit de corps within the team.

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General strategy:

The general strategy is to continue the improvement efforts on the existing systems from an operational point of view, complete the integration under the I-MANAGE initiative and complete the shift to more analytical capabilities to support strategic management of human capital. See Appendix A for more details about major milestones. DOE is participating in the design and evolution of the government-wide HR LOB initiatives and plans to migrate certain functions when they mature in capability.

Performance Metrics:

In support of the President's Management Agenda goal for strategic management of human capital and the Departmental Strategic Plan, the CHRIS Project will:

1. Complete 85 % or more of Employee Self Service (ESS) enabled personnel transactions through ESS.

Note that there are other performance metrics supporting strategic human capital management that are reported by the CHCO outside of the CHRIS Project.

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Appendix A: Major Milestones

Major Trends: Accelerate the shift toward more analytical functionality to support strategic objectives and decrease focus on transactions during the period FY 2007-2011. We also foresee a consolidation of human resource services similar to what has happened to payroll but not in the immediate future. In the near term, there is increased emphasis on skills assessment and performance management.

Priorities: The priorities and major themes below are recommended as the highest priority from a business point of view to support the President's Management Agenda strategic goal for human capital management and the Department's mission. The best ways to deliver these services are a different decision. See the discussion in the body of the plan.

The recommended priorities assume level funding for working capital fund (\$2.17 M) for operations and maintenance, base funding (\$450 K) for the Pittsburgh Federal HR staff and a similar amount for the HQ-based CHRIS Project staff (HR-20), and restoration of the historical level of CMIP funding for development in FY 2008 and FY 2009. The CMIP funding ceased after FY 2006 so alternative sources of funding for mission-critical development activities will be required. Without continued investment in enhanced functionality, the system will rapidly become obsolete just like other major systems and the ability to support the HR LOB migration will be jeopardized.

FY	Priorities		Comments
2007	Implement expanded ePerformance Management system Implement Forrestal Parking Phase I Continue operations and maintenance		Additional funding is required for ePerf. Mgmt. outside of WCF.
2008	Complete transition to one fully integrated system under I-MANAGE Continue operations and maintenance		
2009	Begin transition to HR LOB Continue operations and maintenance		
2010	Continue transition to HR LOB Continue operations and maintenance		
2011	Complete transition to HR LOB Continue operations and maintenance		

Appendix B: Financial Analysis

For FY 2007, the WCF portion of the overall CHRIS Program budget is \$2.17 Million. This total does not include any funding for Federal employees working on the project in Headquarters or NETL. It also does not include any funding for development activities since those come from the CMIP funding directed by the CIO or any carryover funds from prior years. The WCF funds continue to be a one of the critical sources for the CHRIS Program.

The financial objectives for the CHRIS Project are to manage all funds in a cost-efficient manner and to stay under budget for the fiscal year. By that measure, the CHRIS Project was fully successful in FY 2006. The buildup of uncosted balances in the early part of the 5 year plan is necessary to fund the scheduled 3 year upgrades for all servers used to support the system. Without such a build-up, the variable nature of the required pricing policy would be unacceptable to most customers to meet the peak funding requirements for keeping the system current and meeting customer needs. In collaboration with the Working Capital Fund staff, the CHRIS PMO staff continue to improve the use of reporting capabilities in the financial system to oversee program expenditures.

Pricing Policy:

CHRIS charges to WCF customers represent operating and maintenance costs for a fully operational national system that is the official DOE system of record for human capital management. For example, the WCF portion of the budget includes funds for contractor support at NETL for the operations and maintenance of the system, software and hardware purchases and maintenance costs, backup support and disaster recovery services from the CIO, telecommunications costs, operation and maintenance of the Employee Self-Service information portal, disaster recovery support, and web site operations. The costs do not vary depending on the number of transactions in the system or usage rate by any one organization. Thus costs are fixed, not variable. These WCF funds do not cover any salary, benefits, training or travel costs for Federal employees.

Pricing Method (Billing Calculation):

CHRIS charges are based upon annual estimated operating costs for CHRIS operations approved by the WCF Board. Rates are structured to recover this amount based on a per capita (FTEs on board as of a certain date) algorithm. Customers are usually billed in the October WCF bill for the total annual costs. The rate is reviewed at least annually and adjusted as needed.

The policy and overall funding for the project from the WCF has remained stable for five years now and we plan to keep it stable for FY 2007-9 timeframe as well at the \$2.17 M level for each year. The nature of the information and services provided by CHRIS is such that it is best addressed as a bundle rather than as individual, severable, items of service that are separately priced and at the discretion of customers since CHRIS is the official system of record for the department. The cost to establish a separate system to price each feature or service under CHRIS such as an activity based costing approach would be both time consuming and expensive. The initial assessment is that it is not worth further consideration. The pricing for the information and services follows an internet model in that the incremental cost for an additional use is zero once the information or service is

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created. Consequently, the current approach of a single price per FTE on board as of a certain date is determined to be both fair and administratively efficient. We do not recommend a change. However, the costs for migration to the HR LOB are unknown at this time and represent a significant financial risk to the Department.

Appendix C: OPM Guides and Information

1. Title 5, United States Code (U.S.C.) and the Code of Federal Regulations – <http://www.access.gpo.gov/nara/cfr/cfr-table-search.html>
2. Guide to Personnel Data Standards – <http://www.opm.gov/feddata/gp55.pdf>
3. Guide to Personnel Record Keeping – <https://www.opm.gov/feddata/recguide.pdf>
4. Guide to Processing Personnel Actions – <http://www.opm.gov/feddata/gppa/gppa.htm>
5. Health Insurance – <http://www.opm.gov/insure/index.html>
6. Job Classification Systems – <http://www.opm.gov/fedclass/index.htm>
7. Life Insurance – <http://www.opm.gov/insure/life/index.htm>
8. Pay and Leave and Work Schedules – <http://www.opm.gov/oca/index.htm>
9. Retirement Programs (CSRS & FERS) – <http://www.opm.gov/retire/index.htm>
10. Performance Management - <https://www.opm.gov/perform/>
11. Reduction in Force - https://www.opm.gov/reduction_in_force/
12. Thrift Savings Plan (TSP) – <http://www.tsp.gov/>